

Exhibit 12

From: Farmer, Stephen M <smfarmer@unc exchange.com>
Sent: Tuesday, February 18, 2014 11:49 AM
To: Williford, Lynn E <lynn_williford@unc.edu>
Cc: Strauss, Ronald P. <ron_strauss@unc.edu>
Subject: FW: Enrollment Diversity Benchmarks

Dear Lynn (with a copy to Ron):

Ron mentioned that the two of you have been working together to develop measures of our academic health. I think this is a critical project for us, and I'm glad and grateful that the two of you are leading the way.

Attached please find a very rough attempt at benchmarks for diversity in undergraduate enrollment. The document shows where we stand in comparison to three groups: our UNC GA-defined peer universities; the top 30 national universities, as ranked by US News; and the 60 US universities in the AAU.

The tables show where we rank within these three groups on five measures of enrollment diversity:

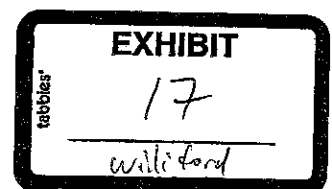
- . the percentage of all undergraduate students identifying themselves as American Indian;
- . the percentage identifying themselves as African American;
- . the percentage identifying themselves as Hispanic, Latino, or Latina;
- . the total percentage identifying themselves in any of these three ways;
- . the percentage of all undergraduate students receiving Pell Grants.

As a way of trying to gauge where we stand overall, the tables include one summary measure: where we rank within the three groups based on our average ranking on the five other benchmarks.

The tables use the most recent data from IPEDs, so they're a year behind. And it just occurred to me that measure #4 maybe shouldn't be included, since it's just the sum of measures #1-3.

Still, maybe something like this would be of some rough use to us.

Steve



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ENROLLMENT DIVERSITY BENCHMARKS—SUMMARY

UNC SYSTEM-DEFINED PEER GROUP

Among the 16 universities in its UNC system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

TOP 30 NATIONAL UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

AAU UNIVERSITIES

Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks

- 6th in enrollment of American Indian students
- 5th in enrollment of African American students
- 29th in enrollment of Hispanic/Latino/Latina students
- 16th in enrollment of all underrepresented minority students
- 28th in enrollment of Pell Grant recipients
- 7th overall based on its average ranking on these five benchmarks

ENROLLMENT DIVERSITY BENCHMARKS—PEER UNIVERSITIES

Among the 16 universities in its UNC-system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

School	Under- grads	American Indian	African American	Hispanic	Underrep- resented	Pell	Average Rank— Five Benchmarks
The University of Texas at Austin	39,955	0.28%	4.41%	20.88%	1	28.13%	4.0
University of North Carolina at Chapel Hill	18,503	0.56%	8.80%	8.32%	7	20.58%	4.8
University of California-Los Angeles	27,941	0.18%	2.87%	17.52%	2	36.17%	5.4
University of Southern California	18,316	0.16%	4.46%	13.77%	3	22.55%	6.4
Duke University	6,655	0.53%	9.90%	6.39%	11	14.43%	6.8
University of California-Berkeley	25,774	0.26%	2.44%	12.88%	4	33.30%	7.0
University of Maryland-College Park	26,538	0.13%	12.13%	7.92%	9	18.86%	7.0
University of Pennsylvania	11,678	0.25%	6.97%	8.57%	6	14.27%	7.4
University of Washington-Seattle Campus	29,475	0.90%	2.64%	6.54%	10	25.28%	8.2
Johns Hopkins University	6,023	0.15%	5.55%	9.07%	5	13.48%	9.6
University of Minnesota-Twin Cities	34,469	0.34%	3.74%	2.77%	15	22.92%	10.2
Northwestern University	9,376	0.11%	5.47%	7.98%	8	13.77%	11.0
University of Virginia-Main Campus	15,822	0.14%	6.37%	5.49%	12	12.40%	11.4
University of Michigan-Ann Arbor	27,979	0.16%	4.39%	4.03%	14	16.32%	11.6
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	5.90%	2.40%	16	17.62%	12.2
University of Wisconsin-Madison	30,301	0.23%	2.18%	4.42%	13	16.29%	12.8

ENROLLMENT DIVERSITY BENCHMARKS—TOP 30 UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

School	Under-grads	American Indian	African American	Hispanic	Underrep-resented	Pell	Average Rank—Five Benchmarks					
Columbia University in the City of New York	7,814	0.54%	7.95%	4	14.29%	4	22.78%	2	20.62%	5	4.0	1
Stanford University	7,063	0.98%	6.24%	14	16.69%	2	23.91%	1	17.99%	8	5.4	2
Massachusetts Institute of Technology	4,503	0.31%	6.17%	15	15.26%	3	21.74%	3	20.12%	7	7.2	3
University of North Carolina at Chapel Hill	18,503	0.56%	8.80%	3	8.32%	17	17.68%	7	20.58%	6	7.4	4
Rice University	3,848	0.18%	6.57%	10	14.27%	5	21.02%	4	17.44%	9	9.2	5
Dartmouth College	4,193	2.36%	7.01%	8	7.89%	20	17.27%	8	15.09%	13	10.0	6
University of California-Los Angeles	27,941	0.18%	2.87%	28	17.52%	1	20.57%	5	36.17%	1	10.6	7
Yale University	5,405	0.65%	6.55%	11	10.05%	11	17.24%	9	13.57%	21	11.0	8
Cornell University	14,261	0.28%	5.81%	19	10.46%	8	16.55%	11	17.05%	10	11.6	9
Duke University	6,655	0.53%	9.90%	1	6.39%	25	16.81%	10	14.43%	16	11.6	9
University of Southern California	18,316	0.16%	4.46%	24	13.77%	6	18.38%	6	22.65%	3	12.2	11
Vanderbilt University	6,796	0.26%	7.59%	5	7.95%	19	15.80%	13	14.71%	14	12.6	12
University of California-Berkeley	25,774	0.26%	2.44%	29	12.88%	7	15.58%	15	33.30%	2	13.0	13
Brown University	6,435	0.26%	5.86%	18	10.15%	10	16.27%	12	14.51%	15	13.4	14
Emory University	7,656	0.20%	9.76%	2	5.42%	28	15.37%	16	22.64%	4	13.4	14
University of Pennsylvania	11,678	0.25%	6.97%	9	8.57%	15	15.79%	14	14.27%	17	14.0	16
Wake Forest University	4,815	0.27%	7.48%	6	5.44%	27	13.19%	23	12.40%	23	18.0	17
Princeton University	5,327	0.17%	7.36%	7	7.43%	22	14.96%	17	12.28%	25	18.4	18
University of Chicago	5,618	0.18%	4.50%	23	8.44%	16	13.12%	24	16.44%	11	18.4	18
Harvard University	10,564	0.23%	6.00%	17	8.60%	14	14.83%	18	10.80%	29	18.8	20
University of Notre Dame	8,475	0.42%	3.30%	27	9.95%	12	13.68%	21	12.03%	27	18.8	20
Johns Hopkins University	6,023	0.15%	5.55%	20	9.07%	13	14.76%	19	13.48%	22	19.6	22
Georgetown University	7,552	0.12%	6.17%	15	7.51%	21	13.80%	20	13.86%	19	20.2	23
California Institute of Technology	997	0.30%	1.71%	30	10.43%	9	12.44%	26	11.45%	28	20.4	24
Northwestern University	9,376	0.11%	5.47%	21	7.98%	18	13.56%	22	13.77%	20	21.8	25
University of Virginia-Main Campus	15,822	0.14%	6.37%	12	5.49%	26	12.00%	27	12.40%	23	22.6	26
Carnegie Mellon University	5,921	0.12%	5.46%	22	7.30%	23	12.87%	25	14.14%	18	22.8	27
University of Michigan-Ann Arbor	27,979	0.16%	4.39%	25	4.03%	30	8.58%	30	16.32%	12	23.8	28
Washington University in St Louis	7,259	0.11%	6.25%	13	4.79%	29	11.16%	28	7.43%	30	25.6	29
Tufts University	5,255	0.06%	4.03%	26	6.51%	24	10.60%	29	12.09%	26	27.0	30

ENROLLMENT DIVERSITY BENCHMARKS—AAU UNIVERSITIES

Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks

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- 28th in enrollment of Pell Grant recipients
- 7th overall based on its average ranking on these five benchmarks

School	Under- grads	American Indian	African American	Hispanic	Underrep- resented	Pell	Average Rank— Five Benchmarks
University of Florida	32,776	0.29%	8.03%	7	5	2	8.6
University of Arizona	31,565	1.07%	3.22%	46	2	1	11.4
Columbia University in the City of New York	7,814	0.54%	7.95%	8	12	6	12.2
Stony Brook University	15,837	0.35%	6.72%	14	21	19	14.2
Stanford University	7,063	0.98%	6.24%	22	8	5	15.0
The University of Texas at Austin	39,955	0.28%	4.41%	37	3	4	15.6
University of North Carolina at Chapel Hill	18,503	0.56%	8.80%	5	29	16	16.8
Massachusetts Institute of Technology	4,503	0.31%	6.17%	23	11	8	17.6
University of California-Davis	25,666	0.30%	2.28%	53	9	14	19.0
Texas A & M University-College Station	40,103	0.30%	2.86%	48	6	9	20.8
Rutgers University-New Brunswick	31,593	0.10%	7.51%	10	16	13	21.2
University of California-Santa Barbara	18,977	0.15%	2.20%	54	1	3	21.6
University of California-Los Angeles	27,941	0.18%	2.87%	47	7	11	22.0
University of California-Irvine	22,216	0.17%	2.05%	56	4	7	22.4
Yale University	5,405	0.65%	6.55%	17	20	17	22.4
Rice University	3,848	0.18%	6.57%	16	13	10	23.8
Duke University	6,655	0.53%	9.90%	2	39	20	24.0
University at Buffalo	19,514	0.26%	6.59%	15	37	33	24.2
New York University	22,498	0.33%	4.58%	33	22	31	25.0
University of California-Berkeley	25,774	0.26%	2.44%	52	15	25	25.0
Tulane University of Louisiana	8,357	0.37%	9.62%	4	43	25	25.2
University of California-San Diego	22,676	0.19%	1.23%	60	10	18	25.2
University of Southern California	18,316	0.16%	4.46%	36	14	15	25.6
Cornell University	14,261	0.28%	5.81%	27	17	21	25.8
Emory University	7,656	0.20%	9.76%	3	46	27	26.2
University of Maryland-College Park	26,538	0.13%	12.13%	1	32	27	26.4
Vanderbilt University	6,796	0.26%	7.59%	9	31	23	27.2
University of Missouri-Columbia	26,960	0.31%	8.05%	6	58	41	28.0
Brown University	6,435	0.26%	5.86%	26	19	22	28.2
University of Pennsylvania	11,678	0.25%	6.97%	12	27	24	28.6

School	Under- grads	American Indian	African American	Hispanic	Underrep- resented	Pell	Average Rank— Five Benchmarks
University of Washington-Seattle Campus	29,475	0.90%	2.64%	49	38	25.28%	30.4
Michigan State University	37,354	0.27%	6.73%	13	56	25.14%	30.6
University of Kansas	19,169	0.56%	3.74%	42	41	22.22%	31.8
University of Oregon	20,809	0.63%	1.88%	57	36	26.44%	32.4
Harvard University	10,564	0.23%	6.00%	24	26	10.80%	33.6
Princeton University	5,327	0.17%	7.36%	11	33	12.28%	34.2
University of Colorado Boulder	25,941	0.46%	1.53%	59	24	17.76%	35.0
University of Rochester	5,785	0.29%	4.74%	32	44	19.05%	35.0
Georgia Institute of Technology-Main Campus	14,527	0.12%	6.44%	18	40	20.12%	35.6
Ohio State University-Main Campus	43,058	0.20%	6.27%	20	57	23.72%	35.8
University of Chicago	5,618	0.18%	4.50%	35	28	16.44%	36.0
Johns Hopkins University	6,023	0.15%	5.55%	28	23	14.76%	36.4
University of Illinois at Urbana-Champaign	32,281	0.10%	5.45%	31	33	12.99%	37.0
California Institute of Technology	997	0.30%	1.71%	58	18	11.45%	37.8
University of Minnesota-Twin Cities	34,469	0.34%	3.74%	42	59	22.92%	38.0
Case Western Reserve University	4,386	0.21%	4.58%	33	50	20.74%	38.8
Northwestern University	9,376	0.11%	5.47%	29	30	13.56%	39.6
Brandeis University	3,588	0.14%	4.35%	39	42	10.37%	41.0
Carnegie Mellon University	5,921	0.12%	5.46%	30	35	14.14%	41.0
University of Virginia-Main Campus	15,822	0.14%	6.37%	19	45	12.00%	41.6
Boston University	18,306	0.11%	3.27%	45	25	12.13%	42.0
Iowa State University	25,553	0.21%	2.58%	50	54	6.65%	42.6
Purdue University-Main Campus	31,284	0.19%	3.31%	44	55	7.19%	43.0
University of Iowa	21,999	0.22%	2.53%	51	48	8.05%	44.2
Washington University in St Louis	7,259	0.11%	6.25%	21	49	7.43%	45.2
Indiana University-Bloomington	32,371	0.14%	4.16%	41	52	20.11%	45.8
Pennsylvania State University-Main Campus	39,192	0.09%	4.31%	40	47	9.73%	46.4
University of Michigan-Ann Arbor	27,979	0.16%	4.39%	38	53	16.32%	46.6
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	5.90%	25	60	17.62%	47.8
University of Wisconsin-Madison	30,301	0.23%	2.18%	55	51	16.29%	48.2